



*"People  
helping people  
help  
themselves"*

Mitchell E. Daniels, Jr., Governor  
State of Indiana

***Family and Social Services Administration***  
402 W. WASHINGTON STREET, P.O. BOX 7083  
INDIANAPOLIS, IN 46207-7083

E. Mitchell Roob, Jr, Secretary

November 13, 2006

Dear AAA Executive Director:

During calendar year 2006 I have focused the efforts of the FSSA Division of Aging on what I have termed "Unfinished Business". This was primarily those action items that were outstanding from the SEA 493 legislation. I now believe that we have achieved the intent of that legislation based on the following accomplishments:

- Adoption of the uniform 300% SSI financial eligibility for all nursing facility level-of-care eligible consumers
- Creation of the OPTIONS program, which consolidated all institutional and home-and-community-based services under one long-term care banner.
- The consolidation of three waiver programs (A&D, AL, and MFC) into one stronger and less administration-intensive AD waiver
- Opening of the first AFC homes, the 100% increase in ALFs, and the increase in enrolled ADS sites
- The addition 3,500 slots to the AD waiver program to accommodate the reduction in waiting lists and the migration from CHOICE to waiver reimbursement

Wait lists are down, federal match dollars have increased and new services are being added to the spectrum of HCBS options. I believe that in the past ten months we have finished what had been left undone in the past. Your participation in this endeavor has been a critical component in the success that we have achieved thus far.

It is now time to move on to the "New Business" agenda for the FY2008 – FY2009 biennium period. Secretary Roob has instilled a sense of urgency in all of FSSA by proclaiming that we may have but one "bite at the apple" and we need to make the most of this opportunity. I want to describe what the Division of Aging piece of that apple will look like.

As you will hear in our meeting on November 17<sup>th</sup>, my vision is to create a statewide Indiana Elder Affairs Network that coordinates healthcare delivery options with the support services that make those delivery options possible and to do so within the existing biennium budget limits. This means that no new state funding will be available for this effort.

The capacity to increase the amount of services provided is limited by access to those services, and we now have enough data to identify the primary limiters. Eliminating the limiters will be our primary goal for the upcoming biennium. At the end of FY2009 we will have a coordinated Indiana Elder Affairs Network that all of us will be proud to take ownership in.



Equal Opportunity/Affirmative Action Employer

In order to achieve this vision I believe we need to take five very definitive steps:

1. Increase the number and quality of congregate and home-delivered meals
2. Increase access to on-demand transportation services
3. Increase access to affordable and accessible senior housing alternatives
4. Increase the healthcare delivery alternatives available under the OPTIONS program
5. Coordinate access to all of (1) through (4) above.

To achieve this very ambitious goal we should accept and value the "law of plentitude", which states that a group is always more knowledgeable than its individual members. This means that we must utilize our individual strengths to increase the overall strength of the organization. In essence, this means that if you do what you do best and I do what I do best we will have the best possible outcome.

In my opinion the strength of an AAA is your ability to connect with local resources and to solicit and maintain local support for our programs. This local support is found in community outreach, financial contributions, and political action. We certainly need this support in order to achieve the goal of creating a statewide Indiana Elder Affairs Network. For this reason I want to assure you that I am committed to the creation and maintenance of sixteen aged and disabled resource centers (ADRCs) within the boundaries of the existing sixteen planning and service areas (PSAs).

By committing to the existing PSAs and to sixteen ADRCs means that I am asking you to focus on what you do best. What I need you to accept is what I do best: Creating value in an organization but leveraging every possible financial advantage. I believe that there are a number of opportunities to create this leverage in our existing network and I intend to solicit your assistance in capitalizing on these opportunities. Because we must achieve our goals within our exiting budget we will need to create additional "funds available for services" (FAFS) from existing operations. This includes the following:

- Adopting advanced technology to improve efficiency
- Using economies of scale to reduce acquisition costs
- Standardizing common processes and practices
- Making strategic investments that leverage state funds to acquire additional federal funds or private grant funding

Our first step in collaborating on this vision will be to solicit public input on our approach. I will be asking you to assist me in scheduling and coordinating a series of six public meetings across the state beginning the week of December 11<sup>th</sup> that will be used to obtain this input.

Thank you for your continued support and for your willingness to have a constructive dialogue about this very critical issue. I look forward to discussing this issue in more detail on November 17<sup>th</sup>.

Sincerely,



Stephen A. Smith, Director  
Division of Aging

Cc: Distribution

